

*Case D.*

*Registrant who has fulfilled 24 months' active duty obligation but who has a reserve obligation remaining.* Here the burdens shift from the Organization to the individual and the relationships are directly with his reserve command, as far as notification of overseas transfer is concerned. It is up to the individual to notify his reserve command with the request that he be placed in the standby reserve for the period of overseas duty. The Office of Personnel will assist by furnishing advice on security limitations as to nature of assignment and amount of information that can be given. Although Selective Service no longer has manpower control over these individuals, the local board is notified by the reserve command of the transfer to the standby reserve, since the Selective Service System determines the availability for mobilization recall of standby reservists. As a result, the individual may expect an availability questionnaire from the local board shortly after they receive his name from the service. Advice on answering this questionnaire must be obtained from the Office of Personnel since detailed questions are asked concerning occupation.

*Case E.*

*Standby reservist who has fulfilled both active duty and military and reserve obligation.* Such individuals remain registered with their local board for emergency call-up purposes as provided in the Reserve Forces Act of 1955. The military service and the local board are to be notified of change of address by the individual within security limitations established by the Office of Personnel. If not already executed, an availability questionnaire can be expected from the local board during the period of overseas duty.

Experience shows that the individual will never be in a better position to face up to his military obligations than early in his career before he has increased duties and responsibilities. Articles in subsequent issues of this Bulletin will describe the choice of enlistments to satisfy the military obligation. This in-

formation will be based on current policies of the armed services, supplemented in some instances by special administrative arrangements possible between the Organization and the military services.

## EMERGENCY RELOCATION PLANNING

During the past three years the President has been emphasizing the importance of emergency relocation planning for Government headquarters activities in the Nation's capital. Planning and preparedness for operating the executive branch of the Government at relocation sites outside the seat of Government in event of emergency, have been moving forward rapidly and effectively. The vital necessity for continuity of Government under the most extreme circumstances of emergency, including enemy attack, is now understood throughout the Government.

All departments and agencies have selected and equipped their emergency relocation sites to carry on their respective missions and functions in time of emergency. The plans and the sites have been given tests from time to time to insure that they are adequate and operable. Since 1954 the entire Government has engaged each year in one large simultaneous exercise which tested all of the emergency plans and facilities, and which was timed to coincide with public tests of civil-defense organizations. These tests have shown steady improvement on the part of the executive branch as a whole.

The indoctrination of personnel and the practice involved in the annual exercises have made the participants and the public at large relocation conscious and have conditioned them to the fact that they are capable of carrying out plans which we hope circumstances will never force us to invoke. Planning and training continue, however, in order to insure that Government headquarters is always abreast of the times and of any development that might occur.

## FORMS MANAGEMENT

Any piece of paper having spaces to fill in is a form. Forms are designed to eliminate repeated unproductive writing by preprinting constant data and providing properly placed and proportioned lines and spaces for filling in variable information. They provide the details needed to measure and control organized work and are, therefore, essential to good administration.

Forms make up three-fourths or about 18 billion of the estimated 25 billion pieces of paper created and handled by our Government each year at a cost of four billion dollars. However, paper and printing costs are a comparatively small element of the total expense of forms usage. The bulk of these costs are merged, like the bulk of an iceberg. For every dollar spent to create the Organization's share of these billions of forms, at least twenty dollars more is spent to process and file them. If a form is really necessary and is properly used, filed, and disposed of when it has outlived its active usefulness, then this cost is justifiable.

Forms serve a great variety of useful purposes in our day-to-day work. Properly devised and used, they permit procedures to be simplified, reporting requirements to be standardized, consistent information to flow with regularity between different organizational levels in and between headquarters and the field, and provide a consistent basis for policy formulation and action decisions. These benefits, however, accrue only as long as and only to the extent that forms are the servants not the masters in any given situation. The tendency to revise standardized Organization forms on an ad hoc basis for internal use of one small segment of the Organization, or to create new "informal forms" is not only costly in terms of money but increases the danger that this type of paperwork may grow to exceed its real value. Good forms management assures that costs of forms are consistent with their demonstrated need.

Forms management is an integral part of the Organization's operations. As such, it is

a continuous, management-improvement, and cost-reduction program which insures that appropriately developed forms are available when needed, and that unnecessary forms are avoided or eliminated. By applying "life cycle" controls to the Organization's forms, more manpower, money, and materiel can be conserved and the program's objective "MORE EFFICIENT OPERATIONS AT LOWER COST" can be more fully realized. However, maximum program payoff is possible only if ALL forms are managed through their FULL life cycle, from creation through disposition. This entails:

1. Elimination of nonessential forms.
2. Consolidation of forms which perform similar functions.
3. Use of standardized Organization forms in lieu of locally devised forms.
4. Users being informed of available forms.
5. Integration of forms, procedures, and issuances.
6. Simplification and standardization of form sizes and designs.
7. Elimination and prevention of wasteful printing and duplicating methods.
8. Procurement, storage, and distribution of supplies in the most effective and economical manner possible.
9. Vigilance in periodic review of all forms used, to assist in identification and solution of functional and organizational problems.
10. Prompt reporting of unsatisfactory conditions to top management; suggestions for improvements and recommendations for wider application of existing forms.

The Organization's Forms Management Program is an integral part of its Records Management Program. In recent years, much progress has been made in the field of forms management. During the last fiscal year 294 forms were eliminated, leaving 1923 forms under the Organization's control system. These include the 322 new and 312 revised forms which were approved during the same period. More than 22 million pieces of paper were

printed as forms for Organization use through the Forms Management Program. These were controlled forms and therefore subject to standardization in their development, use, and disposition. Unfortunately, there is no way of estimating how many additional pieces of paper were and are being created by forms "bootleggers." A forms "bootlegger" is a do-it-yourself enthusiast who insists on revising an existing form or who develops a new form to meet his own needs; but, without the benefit of technical advice, does the whole job himself. Perhaps deliberately, sometimes without realizing it, he has created another unstandardized, uneconomical, illegal form. While it may very well be a needed form, there may be, on the other hand, a standardized form already in use somewhere else which would do the job as well or better. The point is, professional assistance during the developmental stages will prevent wasteful duplication of forms, use of forms which frustrate typists because they're poorly designed, and production of unneeded forms.

Proper management and control of forms presents an administrative challenge which can be met only if each of us practices forms management. Failure to do so can only result in our burial under an avalanche of paperwork.

### CAREER STAFF

The question is frequently asked, why the Organization does not have a commissioned service. This question was thoroughly explored in 1951 and 1952 by the Career Service Committee. It was decided at that time that the Organization could not afford to draw a line between commissioned personnel and all others. The responsibility for protecting the security of the Organization's operations and information is shared by all and therefore all personnel should enjoy the same status. A person thus becomes a member of the Organization staff by appointment action upon entrance on duty. At the same time that this

decision was made it was recognized that a great many employees felt that there should be a more vital bond or understanding between them and the Organization than the appointment action. The need was met 3 August 1954 when the Career Staff was formally launched at the Career Conference, which was attended by the Director, Deputy Director, the Career Council and over 25X9 supervisors of the Organization. The creation of the Career Staff introduced a new concept in the personnel administration of our Organization. There had never before been a *Service* in the Organization to which an individual could belong.

The establishment of the Career Staff provides a unified service which includes all individuals who have been with the Organization for three years or more and who meet the selection criteria of job performance, personal conduct, and evidence of intent to make a career with the Organization. The Selection Board made up of senior members of the Organization screens all applications after they have been acted upon by the Career Service concerned and reviewed by an experienced panel. There is no "blanketing in."

By December 1954 a great many of the applications, that were sent out in August and September to individuals who were eligible, had been returned through the various Career Services and the actual processing of applications began. The first notification of membership in the Career Staff was presented to the Director at a ceremony held in his office on 27 April 1955. The Director then presented notifications of membership to 15 persons representing the 1,300 whose applications had by that time been accepted. The applications of the many persons who simultaneously became eligible on 1 July 1954 were acted upon during 1954, 1955, and 1956. The processing of applications is now on a current basis.

As we celebrate the third anniversary of the establishment of the Career Staff, it is significant to announce that more than 99 percent of those individuals who are eligible, having been with us for three years, have made

application for membership. It is a credit to our initial recruiting effort that only a very small number of our force did not meet the selection criteria for membership in the Career Staff. Substandard performance accounts for most of the rejections and assignments to deferred status. A considerable percentage of those rejected have resigned from the Organization. On the other hand, the Selection Board has been most gratified to note that a majority of individuals placed in a deferred status have made substantial improvement in their work and have been recommended for acceptance in the Career Staff.

Senior officials are impressed by the extent to which Organization personnel have officially dedicated themselves to a pursuit of an intelligence career and have expressed their belief that such dedication is the most significant factor in accomplishing our Organization's mission.

### ADMINISTRATIVE WORKLOAD

In the May-June issue of the Support Bulletin we included a run-down of the broad, general categories of suggestions received in replies to Book Dispatch 202. We are actively working on these suggestions and feel confident that several improvements can be made. Following is a brief progress report on action taken on these suggestions:

1. **SUGGESTION:** The financial accounting and reporting requirements placed on small stations constitute a hardship when there are no financial specialists attached to the small station.

**ACTION:** This has long been a subject of concern to headquarters. We have been working to make this task as simple as practicable in recognition of the other numerous time-consuming tasks in the smaller stations, yet not sacrifice the essential elements of funds control. We cannot prescribe systems which would deny the station control of its funds, nor deny headquarters the assurance that this

control is exercised. A simplified Class B Accounting and Reporting Procedures system [redacted] has been developed and recently published. The procedure prescribed therein is little more difficult or time-consuming than maintaining a personal checkbook or household account. It provides for a running cash receipts and disbursements journal posted during the month as transactions occur. At the end of the month, that journal is pouched to headquarters with the receipts in support of transactions entered. No separate report is required, nor are transactions analyzed or summarized by allotment, fiscal year, object class, etc., except as relates to advances made and outstanding. It is felt that such a journal would be kept in the field even if no procedure were prescribed, since all custodians would want some record of their payments made and a means to control and balance their cash and advances made. Many field returnees have reviewed this handbook and, after its implementation, it should afford the smaller stations the relief they expect and deserve.

2. **SUGGESTION:** The Monthly Cable of Cash on Hand appears to be a burden at some locations.

**ACTION:** Several alternatives have been considered to replace the Monthly Cable of Cash on Hand, but because of the numerous types of currency, currency procurement problems, size of inventory, centralized funding control, and other related circumstances, we have not found it practical to eliminate this report for all field installations. However, to alleviate the burden on the field to the extent feasible and in recognition of the limited staffing and small financial activity at some stations, the new Class B Accounting handbook waives the requirement for month-end cables of cash balances where the inventory does not exceed the equivalent of twenty-five thousand dollars.

3. **SUGGESTION:** The transmittal dispatches for self-explanatory forms, reports, etc., should be eliminated.

**ACTION:** This suggestion coincided with an employee suggestion proposing a system for